

# News Letter

AMERICAN MANAGEMENT  
ASSOCIATION

20 Vesey Street

New York, N. Y.

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No. 42

October 1, 1927

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## Autumn Convention Program

The regular Autumn Convention of the Association will be held at the Palmer House, Chicago, November 1 to 4. The program is as follows:

### Tuesday Morning, November 1

**Principles of Successful Departmental Budgeting**, paper by W. S. CLITHERO, Director of Budgets, Armour and Company.

**The Marketing Budget**, paper by JOSEPH H. BARBER, Assistant to President, Walworth Company.

### Tuesday Afternoon

**The Financial Budget**, paper by LOUIS F. MUSIL, Director of Finance, Henry L. Doherty & Company.

**Improvements and Maintenance Budget**, paper by E. L. USNER, Comptroller of the Budget, Marion Steam Shovel Company.

### Wednesday Morning, November 2

**The Production Budget**, paper by THOMAS R. JONES, Assistant General Manager, The Cincinnati Milling Machine Company.

Summary of papers and discussion on Departmental Budgeting by JAMES O. MCKINSEY, Professor of Business Administration, The University of Chicago.

### Wednesday Afternoon

**Incentives for Executives**, paper by M. E. LEEDS, President, The Leeds & Northrup Company.

Discussion by:

L. V. BRITT, General Sales Manager, Burroughs Adding Machine Company.

CARLE M. BIGELOW, President, Bigelow, Kent, Willard & Co.

A. S. RODGERS, President, White Sewing Machine Corporation.

FRANKLIN B. MEAD, Vice President, The Lincoln National Life Insurance Company.

#### Thursday Morning, November 3

Discovering Junior Executive Talent, paper by DR. W. W. CHARTERS, The School of Education, The University of Chicago.

Discussion by:

ERNEST L. OLRICH, Vice President and Manager, National Bellas Hess Co., Inc.

J. H. MACLEOD, Vice President, The Hinde & Dauch Paper Co.

WILLIAM SAMPLE, Vice President, Ralston Purina Co., Inc.

WILLIAM J. WELLS, Executive Vice President and General Manager, R. H. Macy & Co., Inc.

#### Thursday Afternoon

Creating and Maintaining Morale, papers by:

ARTHUR T. MOREY, General Manager, Commonwealth Steel Company. (Special reference to Manual Workers.)

C. K. WOODBRIDGE, President, Electric Refrigeration Corporation. (Special reference to Sales Forces.)

HENRY W. COOK, Vice President, Northwestern National Life Insurance Company. (Special reference to Office Forces.)

Summary by HARVEY G. ELLERD, Department of Personnel, Armour and Company.

The first three days will be followed by a meeting of the Office Executives' Division on Friday, November 4.

#### Morning Program

Interim Report of the Committee on Measuring Office Output, by JOHN MITCHELL, River Works, General Electric Company, Chairman.

#### Afternoon Program

Considerations in Installing Salary Standardization, paper by E. H. LITTLE, Central Planning Department, United States Rubber Company.

Practice Regarding Extra Compensation for Office Employees, paper by H. J. TAYLOR, Assistant to President, Jewel Tea Co., Inc.

#### Institute of Management

The first technical meeting of the Institute of Management will be held at the Palmer Hotel, Monday, October 31. The following papers will be presented:

#### Morning Session

The Work of the Institute of Management, Distinguished from the Institute of Management, the American Management Association, paper by L. P. ALFORD, Executive Vice President, E. I. du Pont de Nemours & Co., Inc.

Research Methods and Techniques, paper by a speaker to be named.

#### Afternoon Session

The Status of Management, paper by DR. C. S. YODanis, University of Chicago.

#### A. M. A. Business Meeting

At 5:00 P. M., Tuesday, November 3, there will be a business meeting of the Association in the Grand Ball Room, Palmer Hotel, for the consideration of the following items: 1. Amendments to the By-Laws and

2. To the Members, American Management Association:

The Board of Directors of the Association recommend that the following amendments to the By-Laws be adopted at the meeting of the Association, at 5:00 P. M., November 1, at the Palmer Hotel:

1. That Article I, Section 1 of the Association be changed to read:

"The membership fee shall be \$10.00 per annum."

Research Sustaining, Class A, \$10.00 per annum; Research Sustaining, Class B, \$5.00 per annum; Research Sustaining, Class C, \$2.50 per annum; Company Membership, \$10.00 per annum; Individual Membership, \$10.00 per annum; Dues are payable annually in advance.

The Board of Directors of the Association recommend that the following special rates be established for classes of members, such as college and public school teachers and instructors, for students, for juniors under 21, for individual members who are not employed by a company or organization.

## of Management

meeting of the Institute of  
held at the Palmer House,  
The following papers will

## ing Session

Institute of Management as  
the Field of the Parent  
Management Association,  
ORD, Editor, Manufacturing

and Activities of Compa-  
aker to be announced.

## noon Session

Management Research Meth-  
S. YOAKUM, Personnel Ad-  
ity of Michigan.

## Business Meeting

Tuesday, November 1, there  
meeting of the Association in  
n, Palmer House, Chicago,  
n of the proposed amend-  
ws announced below.

American Management Asso-

Directors of the Association  
the following amendments to  
oted at the business meeting  
t 5:00 P. M., Tuesday, No-  
ner House, Chicago, Illinois.

Section 3, of the By-Laws  
changed to read as follows:  
fee shall be as follows:

Per Year  
g, Class A..\$1,000 or more  
g, Class B.. 500  
g, Class C.. 250  
rship ..... 100  
rship ..... 20  
annually in advance.

Directors shall have power to  
rates of dues for certain  
s, such as: University, col-  
hool officials, for professors  
r students, for public offi-  
under 30 years of age, for  
rs who are connected with

Research Sustaining or Company members  
and members elsewhere than in the United  
States and for similar classes, and that the  
Board shall have power to determine any  
special rates of dues for the first year or part  
of a year of membership and that the Board  
shall have power to establish initiation fees."

2. That the following article shall be added  
to the By-Laws of the Association:

"The Board of Directors shall have power  
to establish chapters or sections of the Asso-  
ciation under such arrangements as it may  
from time to time determine."

(Signed) W. J. DONALD,  
Secretary.

## Production Executives' Conference

Members of the Association and members of  
the Production Executives' Division of the Asso-  
ciation in particular are invited to attend the  
conference of the Management Division of the  
American Society of Mechanical Engineers in  
Rochester, N. Y., on Wednesday and Thursday,  
October 26 and 27, 1927. Notices of the meeting  
will be mailed to each member of the Production  
Executives' Division. The program covers the  
following subjects:

1. Co-ordinating Wage Incentives and Pro-  
duction Control.
2. Co-ordinating Quality Control and Pro-  
duction Control.
3. Economic Problems of Production.
4. Plant Location.

The Production Executives' Division of the  
American Management Association has co-  
operated in the preparation of the program and  
members of the Association are urged to attend.

## Salary Administration Group

The first meeting of the Salary Administration  
Group of the Association will be held at the  
Palmer House, Chicago, on Saturday morning,  
November 5, immediately following the Autumn  
Convention. The Chairman of the Group is  
Harold B. Bergen, Manager Personnel Depart-  
ment, Henry L. Doherty & Company, 60 Wall  
Street, New York City, N. Y. Mr. Bergen re-  
quests that those who are interested submit to  
him questions which they would like to have  
brought up for discussion.

This particular meeting will be an open meeting. It is desired afterward, however, to have a comparatively small group and later meetings will be restricted to members of the Association.

### **Economic Forecasts**

The first issue of a tabular comparison of the important economic forecasts will appear in October. Members are invited and requested to make any constructive suggestions regarding future issues.

### **Advisory Board**

Mr. Sam A. Lewisohn, Chairman of the Board of the American Management Association, announces that the following have accepted membership on an Advisory Board:

J. H. BARRINGER, First Vice President and General Manager, National Cash Register Company, Dayton, Ohio.

E. R. BEHREND, President, Hammermill Paper Company, Erie, Pa.

E. H. BETTS, President, Cluett, Peabody & Co., Inc., Troy, N. Y.

EDGAR S. BLOOM, President, Western Electric Company, Inc., New York City, N. Y.

WILLIAM BUTTERWORTH, President, Deere & Company, Moline, Ill.

VICTOR M. CUTTER, President, United Fruit Company, Boston, Mass.

WILLIAM H. DANFORTH, President, Ralston Purina Co., Inc., St. Louis, Mo.

HENRY S. DENNISON, President, Dennison Manufacturing Company, Framingham, Mass.

CARL F. DIETZ, President, Bridgeport Brass Company, Bridgeport, Conn.

T. E. DONNELLEY, President, R. R. Donnelley & Sons Company, Chicago, Ill.

LUCIUS R. EASTMAN, President, The Hills Brothers Company, New York City, N. Y.

CHARLES EDISON, President, Thomas A. Edison, Inc., Orange, N. J.

GEORGE B. EVERITT, President, Montgomery Ward & Co., Chicago, Ill.

E. A. FILENE, President, Wm. Filene's Sons Company, Boston, Mass.

LEE GALLOWAY, Chairman of the Board, The Ronald Press Company, New York, N. Y.

E. K. HALL, Vice President, American Telephone and Telegraph Company, New York City, N. Y.

J. G. HARBORD, President, Radio Corporation of America, New York City, N. Y.

E. M. HERR, President, Westinghouse Electric & Manufacturing Company, East Pittsburgh, Pa.

CHARLES R. HOOK, Vice President and General Manager, American Rolling Mill Company, Middletown, Ohio.

E. C. JOHNSON, President, H. A. Johnson Company, Boston, Mass.

W. H. JOHNSON, President, The Philadelphia Electric Company, Philadelphia, Pa.

EDGAR KAUFMANN, President, Kaufmann Department Stores, Inc., Pittsburgh, Pa.

W. W. KINCAID, President, The Spirella Company Incorporated, Niagara Falls, N. Y.

ELISHA LEE, Vice President, Pennsylvania Railroad System, Philadelphia, Pa.

M. E. LEEDS, President, The Leeds & Northrup Company, Philadelphia, Pa.

SAM A. LEWISOHN, Adolph Lewisohn & Sons, Inc., New York City, N. Y.

SETH MARSHALL, President, Marshall-Wells Company, Duluth, Minn.

F. H. MONTGOMERY, President, Knox Hat Company, Inc., Brooklyn, N. Y.

F. H. RIKE, President, The Rike-Kumler Company, Dayton, Ohio.

A. S. RODGERS, President, White Sewing Machine Corporation, Cleveland, Ohio.

A. J. ROOS, First Vice President and Treasurer, Diebold Safe & Lock Company, Canton, Ohio.

P. D. SAYLER, President, Canada Dry Ginger Ale, Inc., New York City, N. Y.

F. A. SCOTT, President, Warner & Swasey Company, Cleveland, Ohio.

A. W. SHAW, Chairman of the Board, A. W. Shaw Company, Chicago, Ill.

A. T. SIMONDS, President, Simonds Saw & Steel Company, Fitchburg, Mass.

ACHESON SMITH, President, Acheson Graphite Company, Niagara Falls, N. Y.

H. C. STOCKHAM, President, Stockham Pipe & Fittings Company, Birmingham, Ala.

PERCY S. STRAUS, Vice President, R. H. Macy & Co., Inc., New York City, N. Y.

J. CHENEY WELLS, Vice President and Secretary, American Optical Company, Southbridge, Mass.

T. E. WILSON, President, Wilson & Company, Chicago, Ill.

C. K. WOODBRIDGE, President, Electric Refrigeration Corporation, Detroit, Mich.

CATOR WOOLFORD, Chairman of the Board, Retail Credit Company, Atlanta, Ga.

B. L. WORDEN, President, Cutler-Hammer Manufacturing Company, Milwaukee, Wis.

C. F. YEGGE, President, General Box Company, Chicago, Ill.

### **National Fuels Meeting**

The Fuels Division of the American Society of Mechanical Engineers invite members of the American Management Association to attend the First National Fuels Meeting organized by the Society at the Statler Hotel, St. Louis, Missouri, Monday, October 10, to Thursday, October 13, 1927. Copies of papers to be presented at the conference may be obtained from the Society at 29 West 39th Street, New York City, N. Y.

# Budgeting

- ☐ Budgeting Technique—a Symposium.....\$2.00  
By H. A. Fountain, Harold V. Coes, W. F. Woodbury, W. S. Clithero, Joseph H. Barber, H. G. Perkins, Louis F. Musil and James O. McKinsey.
- ☐ Budgeting Office Expenses ..... .75  
By E. M. Hicok, Clerical Superintendent, Western Electric Company.
- ☐ Graphic Control in Labor Budgeting..... .75  
By Eugene J. Bengé, Manager of Industrial Relations, The Atlantic Refining Company.
- ☐ Forecasting the Manufacturing Program... .75  
By Leonard Tyler, Vice-President, Acme Wire Company.
- ☐ Budgeting Financial Requirements..... .75  
By R. A. C. Henry, Director of the Bureau of Economics, Canadian National Railways.
- ☐ Payroll Budgeting ..... .75  
By Chester P. Grassmuck, Director, Department of Planning and Research, Tidewater Oil Company.

These reports are available to non-members at the above prices. Orders for less than \$1.00 net must be accompanied by cash.

For additional copies  
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## General Management

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- ☐ Improving Management Through Job Analysis .....\$1.00  
By Harry Arthur Hopf, H. A. Hopf and Company.
- ☐ Supervision and Leadership ..... .75  
By Henry C. Metcalf, Vice President, Continental Baking Corporation.
- ☐ The Scope of Activities of a Personnel Department ..... .75  
By Homer E. Niesz, Manager of Industrial Relations, Commonwealth Edison Company and A. A. Knapp, Director of Personnel, The Coleman Lamp & Stove Company.
- ☐ Measuring Office Output ..... 1.00  
Progress Report of the Committee on Measuring Office Output.  
By John Mitchell, General Electric Co.  
Technique of Measuring Office Work by Means of a Stop-Watch.  
By Gertrude M. Ballsieper, Cheney Bros.  
The Micro-Motion Method.  
By R. M. Blakelock, Wage-Rate Department — Micro-Motion Division, General Electric Company.

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# Training

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- ☐ The Sales Supervisor's Part in Training (1926) .....\$ .75  
By Jay Ream, Assistant Superintendent of Agencies, The Mutual Benefit Life Insurance Company.
- ☐ Training Retail Salespeople (1925)..... 1.00  
By Gertrude A. Posner, Retail Research Association.
- ☐ The Training of Salesmen (1924)..... 3.00  
Report by the Committee-in-Charge, Sales Executives' Division, American Management Association.
- ☐ Training Office Employees (1925)..... 1.25  
Addresses by H. M. Jefferson, Earl B. Morgan and Ethel Scholfield.
- ☐ Development of Foremen (1926)..... 1.00  
By Frank P. Cox, Russell N. Keppel and George Mettam.
- ☐ The Foreman's Place in a Training Program (1926) ..... .75  
By Frank Cushman, Chief, Industrial Education Service, Federal Board for Vocational Education.
- ☐ Trade Apprenticeship (1924) ..... 1.25  
Report by Committee on Apprentice Systems of Plant Executives' Division, American Management Association—Chairman, L. L. Park.

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